

Appendix B - Programme Delivery

An overview on the delivery and objectives of the Adult Social Care Transformation Programme are outlined as follows:

1. Although repealed, the Care Account project delivery has produced a detailed analysis of the proposed government process, identifying improvement areas required to data sources, reporting and recording. We produced methodologies for self-funder calculation and resourcing impacts to manage a care account. We undertook an analysis of our recording system, identifying a zero-cost impact on purchasing a new system, sighting supplier's contractual requirement to meet legislative compliance, and improved utilisation of the finance functionality within our systems. The project close report and its recommendations were approved by the programme board, agreeing that improvement projects identified should continue to be delivered via the programme activity, supporting our future position and resilience when the delay to section 15 of the Care Act 2014 is addressed by government in 2025. Development of our suite of assessment forms, individual budget tools, finance recording, and charging policy will be delivered by the programme this year.
2. With delays announced until 2025, the [Mental Capacity \(Amendment\) Act 2019](#) (MCA) introduced the Liberty Protection Safeguards (LPS); a new process for authorising deprivations of liberty for persons who lack capacity to make a particular decision. A significant amount of project stakeholder time and resource was invested with our partners and London wide forums engaging on the code of practice and training development, in readiness for LPS. In addition, the project group undertook initial impact assessments, identifying in scope case numbers, staff roles, training requirement spanning Adults, Children's and SEND services. The programme will deliver an improvement to MCA recording and working practices sighted within the amended MCA; and continued strong partnership working across the London region is embedded within the service.
3. The City of London Hospital Discharge Model has provided the necessary frontline resources to support our residents being discharged from hospital. We have increased dedicated social worker and occupational therapy services and are developing strengths-based practitioners, supporting not only home first models but strengthening prevention. We developed the discharge to assess service provision during the pandemic to support rapid discharge activity, whilst recognising that the support needs of individuals are on average higher than pre pandemic levels. We have continued to commission a version of this service under 'rapid response' which not only supports our ability to put in place interim support services but allows us to respond to hospital prevention and early interventions.
4. Recognising a further need to support our residents understanding and options around their hospital discharge, the programme has produced a hospital discharge leaflet in English and Bengali, which is given to residents and their representatives and also available on our website. The programme is delivering further improvements to accessing our information digitally by updating our ASC webpages allowing access to all our leaflets in downloadable formats.

5. As part of the hospital discharge model, new grant funding was identified in late 2022 sighting system wide winter pressures. The external grant funding has continued into 2023-24 and planned again for 2024-25 with grant conditions requiring detailed 2 weekly data returns. The programme is currently delivering the manual work arounds to meet the return requirement and working towards system recording improvements to reduce the resourcing impact and move to improved system reporting capabilities in this area. Reporting enhancements will also support the manual work arounds for our national return requirements (Client Level Data Return).
6. In early 2023, the Principal Social Worker role was drawn from the responsibilities of the ASC Service Manager, recognising the need for a dedicated resource to reinforce practice and quality assurance to underpin our CQC self-evaluation and development, preparing for the new inspection regime. Our quality assurance activity, underpinned by the ASC Quality Assurance Framework, is undertaking targeted external audits, developing our strength-based practices and looking to enhance our ability, record and collect our residents feedback and opportunity for co production.
7. CQC inspection readiness preparation is in delivery to produce an adult social care Self-Assessment (SEF); provide robust data, policy and process evidence, and outline a practical plan, lead officer roles and ongoing governance. Our SEF is ready for circulation; we are finalising our evidence, governance arrangements and drafting a practical plan outlining roles within this, however, the timeline is impacted by further delayed announcements from CQC.
8. As part of the evidence to support CQC inspection, we have been gathering the necessary evidence, which is vast. It spans five evidence categories across 4 themes, covering people's experience, feedback from staff and leaders, feedback from partners, observation, processes, outcomes. As part of the peer review activity, we have accumulated the prescriptive evidence and addressed the immediate gaps. As part of the project, we have identified and are producing an adult social care vision and strategy to underpin our service delivery. In addition, we will outline what co production is for City of London and look to opportunities to improve co production with partners and residents.
9. In June 2023, we commissioned a peer review via the LGA. The outcome supported the enhancement of our preparation and tools to be CQC inspection ready for late 2023. In addition to the feedback itself, the activity provided an opportunity for frontline staff, partners, senior leaders and members to gain some insight into the inspection environment. A targeted report will be provided to this committee on the response to the peer review findings and subsequent action plan in response to identified areas for consideration.
10. The findings from the Peer Challenge Report, affirmed the need to strengthen our reporting capability to meet the requirements of CQC's inspection evidence requirement and enhance performance management information which drives performance, improving outcomes and shapes delivery for our residents. The programme is due to deliver across multiple areas to address improvements outlined in the report. System recording improvement covers, hospital discharge, MCA, early intervention, care assessment suite, individual budget calculators, spot purchase care packages, brokerage workflow and quality assurance triangulation, recording improvements, exception reporting and overall improved performance reporting capability.

11. National short- and long-term data reporting requirements (SALT) has been impacted by government requirement to deliver Client Level Data returns (CLD). CLD is a new data collection and its ability to replicate SALT is still being verified. We are required to dual-run both data collections for the first year (23-24) to calibrate and quality-assure CLD. The manual work arounds have been extensive and impactful on resourcing, with returns due on a quarterly basis. Work across the programme to improve system recording and reporting capabilities to our assessment suite, hospital discharge, commissioning and financial recording will improve our capability in this area and reduce the impact on resources this is currently having. We are reviewing and cleansing our current Mosaic system reporting, ensuring the viability of its functionality and use, and will write system reports to heavily reduce the need for manual interventions, using new and improved system development to gather data in system. The new approach will go live from 1st April 2024.

12. The government set out to understand, as well as underpin, the provider marketplace in their Fair Cost of Care and Market Sustainability plans. The programme has delivered in year returns to meet essential grant funding conditions and produced a Market Sustainability Plan (MSP). [The programme will support the delivery of the MSP short term plan and supporting improvements to our brokerage function for City of London. System enhancements will support improved recording and triangulation of data, strengthen quality assurance and contract monitoring out of borough placements, and improve performance reporting to support strategic commissioning, co production work to meet CQC inspection readiness.](#)